

**Meeting Minutes**

Board/Committee:	The Riverside Group Ltd Board (the “Board”)		
Date and time:	12pm 10 July 2025		
Location:	Microsoft Teams		
Present:	• Terrie Alafat	(TA)	Chair
	• Maggie Porteous	(MP)	Vice Chair
	• Erfana Mahmood	(EM)	Board Member
	• Fenella Edge	(FE)	Board Member
	• Kei-Retta Farrell	(KF)	Board Member
	• Nigel Holland	(NH)	Board Member
	• Olwen Lintott	(OL)	Board Member
	• Pauline Ford	(PF)	Board Member
	• Richard Williams	(RW)	Board Member
	• Sam Scott	(SS)	Board Member
	• Paul Dolan	(PD)	Co-opted Board Member
In attendance:	• Jules Jackson	(JJ)	Board Observer
	• Richard Petty	(RP)	Board Observer
	• Angela Lockwood	(AL)	Board Observer
	• Cris McGuinness	(CAM)	Chief Financial Officer
	• Ian Gregg	(IG)	Chief Property Officer
	• John Glenton	(JG)	Chief Care & Support Officer
	• Liz Fairburn	(LF)	Chief Customer Officer
	• Sara Shanab	(SSh)	Chief Strategy and Corporate Services Officer
	• Tony Blows	(TB)	Chief Information Officer
	• Helen Rees	(HER)	Governance Manager
	• Matthew Hayday	(MH)	Director of Governance
Apologies:	• Mona Shah	(MS)	Board Member

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099/25	<u>Apologies for Absence (Item 1.1)</u> VERBAL Apologies for absence were received from Mona Shah.	
100/25	<u>Declarations of Interest (Item 1.2)</u> VERBAL There were no declarations of interest.	
101/25	<u>Chair's Matters (Item 1.3)</u> VERBAL The Chair opened the meeting by welcoming the three new board members, Maggie Porteous, Angela Lockwood and Richard Petty to their first meeting. The Chair also highlighted some of the more important agenda items which the Board would focus their attention on and spend longer discussing; they included the Financial Performance Report, Runcorn Regeneration and the number of year end reports for review and approval. The Board NOTED the Chair's update.	
102/25	<u>Customer Story (Item 1.4)</u> PRESENTATION The Board received the Customer Story which focused on the support provided to a customer, through Riverside's Employment and Training service, who was struggling to get on the employment ladder or into voluntary work and the positive impact from the referral made to the team. The Board noted the support provided from the creation of a CV, to securing and preparing for an interview and being offered a job. The Board noted the six staff were part of the Communities and Livelihoods Team and operated across all business areas and delivered vital services that help customers sustain their tenancies and improve their quality of life, including £3.2 million worth of cash gains for customers in the last financial year. In the first quarter of this year, the Team had also helped 431 customers, with 59 job starts, 4 of which were in Riverside and 38 training placements. The Board requested further follow up in relation to: • Maximising the value of Customer Stories, linking in with Board visits and Headline Acts/Corporate Strategy (customer exposure as a whole). • EDI Stats on Service Access, reporting back to the Board on whether EDI stats were gathered for those accessing employment and training services. • Report back on the promotion of customer stories on the website. The Board NOTED the customer story.	LF
103/25	<u>Chief Executive Officer's Report (Item 1.5)</u> CONFIDENTIAL PD introduced his update and highlighted several areas in his report including: • The positive and productive meeting held with the Housing Ombudsman, Ric Blakeway, and the Chair, where an update and further context was provided on complaints and severe	

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	maladministrations, noting a follow up letter setting out clear plans to improve services, with a particular emphasis on London, had been issued. • The scale and the size of the commitment from the Government's announcement in relation to the Comprehensive Spending Review, with extensive lobbying and influencing resulting in a number of positive announcements in respect of a 10 year rent settlement, commitment to consult on rent convergence, £39 billion funding over 10 years for a new Affordable Homes Programme (AHP) and equal access to the Building Safety Fund. • Specific commitments for regeneration and supported housing funding were more limited, noting the significant sector influencing work from the G15 through the NHF and collectively from Homes for the North. • Several pending consultations including leading the G15's response to the Government's impending consultation on Decent Homes 2. • The focus on pressure on the sector to deliver following the 10 year rent settlement announcement of CPI plus 1% and the new AHP. • Good progress had been made with key activities within the London Improvement Plan, including repairs & maintenance, asset compliance, complaint management and rent & service charges. • A positive meeting with the RSH where updates were provided on the DTP rent validation work and activity to improve performance for domestic electrical testing. The final report from DTP was expected in September and the outcome would be shared with the RSH. • The development of a new Corporate Strategy, with colleague roadshows framed as 'Your voice, our future: shaping Riverside together' starting this month to help set the organisation's future direction for the next five years. Extensive wider consultation was also planned with the TRIP and other external stakeholders, including MPs and Councillors. • Leadership visibility and colleague engagement over the last six months, primarily through visibility of the Executive Team through roadshows and visits to ensure colleagues are engaged in conversations around priorities. AL highlighted the challenges in relation to the £39 billion funding if Riverside were not to receive any additional grant rates, highlighting, the importance of asset quality and the number of schemes requiring significant remodelling, redevelopment and regeneration. The Board also noted the development challenges in relation to Section 106 affordable housing. The Board was reminded of the specific Care and Support Strategy session due to be held later this month to discuss key strategic priorities, including, homelessness, retirement living and supported housing. The Board NOTED the report and APPROVED the conclusion of the EICR Task & Finish Group, originally established to scrutinise improvements in asset compliance in London. The new Homes Committee would now provide the governance oversight required.	
104/25	<u>PRIORITY DISCUSSION ITEMS</u>	

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	<u>Financial Performance Report 2025/26 – Period Two ending 31st May 2025 (Item 2.1)</u> CAM introduced the paper that set out the Financial Performance of the Riverside Group for the two months ending 31 May 2025 and the Board welcomed the revised presentation of the management accounts, which highlighted clearly any areas of concern upfront. CAM indicated that, at this stage of the financial year, there were no significant areas of concern. Although total income was £4.3 million adverse to budget, this variance was primarily attributable to slower than expected sales, and total expenditure was £10.81 million favourable to budget, reflecting the impact of the lower sales figures. The Board noted void loss was 14.6% worse than budget (albeit only £0.27m at this point in the year) and bad debts were 16.4% worse than budget (albeit only £0.18m worse than budget). The report also incorporated a detailed cash leakage position. Operating surplus was £25.34m, which was £6.51m favourable to budget, of which £4.5m was the delayed Windsor and Maidenhead transaction. Interest costs were £2.68m favourable to budget due to a combination of less borrowing than anticipated, and marginally favourable interest rates. This resulted in a net surplus of £9.79m which was £9.2m better than budget. The Board noted the six Early Warning Signs, three of which were out of our control (inflation measures), and three were within our control being voids, bad debts and the London Gross Margin on property sales, which were rated red, largely due to three schemes in London. MP highlighted concern in relation to the Empty Homes Turnaround Time of 83 days, and the Board requested further detail on work to tackle London voids be submitted to CEC and Homes Committee and to return to Group Board in October. PF highlighted the risks in relation to the continuing run rate for repairs and maintenance of approximately £1.3m, and noted that part of this was attributable to clearing the backlog of the works in progress, particularly in London, and would be closely monitored. The Board NOTED the content of the report.	IG
105/25	<u>Runcorn Regeneration (Item 2.2)</u> IG presented the update on progress with the overall Runcorn Regeneration project and the proposal to enter into a development agreement with Compendium to deliver the regeneration of the Runcorn estate in two phases. The Board noted that proposals for the local centre and redeveloping the Uplands area would return to the Board later. The Board noted the increased cost envelope by around £10m and that compared to the approved FY25 Business Plan, current scheme spend had increased by £3.8m (3.5%), predominantly due to £5.4m increased build cost	

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	following the revised design of Extra Care scheme and the Community Centre in the Local Centre. This had been offset by £2.1m of savings on The Uplands, and the recent agreement from Homes England to allow RCGF to be included as well as SP2 grant had reduced the RCGF repayment risk by £3.4m. [REDACTED] The Board requested the follow up report for approval of the local centre include further detail on financials/ROI/stress testing/hurdle rates/NPV [REDACTED] The Board APPROVED entering into a Development Agreement [REDACTED] to undertake construction works, with Riverside required to invest £32m in the Local Centre and £58.7m in the project overall, and the purchase of the site of the existing church on Lapwing Grove, Palacefields, Runcorn WA7 2TP.	IG IG
106/25	<u>YEAR END</u> <u>FY2025 Financial Statements for Approval (Item 3.1)</u> CAM presented the key issues for consideration by Group Board in its review and approval of The Riverside Group Limited (TRGL) financial statements for the year ended March 2025. The Board noted the financial statements had been considered and recommended to the Board for approval at the Group Audit and Risk Committee on the 19 June 2025. No significant adjustments to the figures, aside from potential changes related to tax and pension disclosures, were anticipated at this time, and there was one Post Balance Sheet Event – the Windsor and Maidenhead transaction (which was non adjusting). Phase one of the audit commenced on the 6 May and was progressing well, with accounts signing anticipated for mid-August subject to the satisfactory conclusion of all work, plus manager and partner review. The Board acknowledged the scale of the external audit at Riverside, with the Group accounts having been through the BDO four tier quality review and no substantive points raised. There was one minor point in relation to the Prior Year Adjustment for historical legacy OHG service charge issues, however, this would not impact on this year's accounts. The Board noted the Group Audit and Risk Committee had recommended the accounts were prepared on a going concern basis, noting the justification for this set out in Appendix 1 of the report, and the recommendation to delegate authority to the CFO to make any non-material amendments (which was defined as not materially altering the reading of the accounts). CAM confirmed that the accounts would only be returned to Group Board if there were any material amendments required. The Board:	

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	• APPROVED the going concern basis as the appropriate basis for the preparation of The Riverside Group Limited's Financial Statements for the year ended 31 March 2025. • DELEGATED the signing of the Financial Statements and any related documents to authorised signatories, via electronic signature method. • DELEGATED the approval of any further amendments that do not materially alter the reading of the Financial Statements to the CFO. • APPROVED the Financial Statements for the Riverside Group Limited for the year ended 31 March 2025.	
107/25	<u>2024/25 Review of the Internal Control Framework (Item 3.2)</u> CONFIDENTIAL SSh presented the outcome of the annual review of the framework of internal control. The Board reviewed the report and confirmed that the framework of control remains effective, noting the highlights of the year and the maturing of the assurance framework. The Board APPROVED the 2024/25 review of the Internal Control Framework.	
108/25	<u>Annual self-assessment of compliance against RSH Standards (Item 3.3)</u> SSh presented the annual self-assessment of compliance against 6 of the 7 Regulator for Social Housing's (RSH) Regulatory Standards (the Standards), with the Rent Standard being assessed separately through the DTP rent audit. The Board noted the extensive consultation carried out and the increasing level of assurance provided to the Board from the inclusion of compliance with the Consumer Code of Practice. The Board highlighted the C3 assessment in relation to stock condition and the continuing work to maintain focus on this area. The Board welcomed the recommendation for a dedicated Strategy and Policy for property condition data, and emphasised the importance of pulling together property data in an intelligent way. The Board identified areas for improvement including: • Presenting action themes in future reports and reducing detail in appendices for clearer Board oversight. • Highlighting overdue or high-priority actions, especially those linked to previous IDA findings in future reporting. • Visibility of vulnerability and tailoring services, possibly as a future deep dive or masterclass. • Ensuring future compliance reports and actions inform business strategy and long-term financial planning, not just regulatory compliance. • Continue to involve and expand customer engagement (via TRIP) in compliance and assurance processes. The Board also requested further assurance be provided on customer data and completion of stock condition surveys, including, RAND increasing the number of surveys to 1000 per month.	SSh IG

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	The Board APPROVED the Group's assessment of compliance with the Standards, except for the Rent Standard.	
109/25	<u>Annual Assessment of TRGL Governance against the NHF code of Governance (Item 3.4)</u> SSh presented the annual assessment of TRGL's governance required by the regulatory framework for social housing, highlighting that for the period under assessment (financial year 2024/25), TRGL had adopted and complied with the NHF's 2020 Code of Governance. The Board APPROVED that Group governance arrangements remain satisfactory and compliant with the NHF Code of Governance 2020, noting the limited exceptions which would be reported in the Annual Report within TRGL's Financial Statements.	
110/25	<u>Annual Asset & Liability Register Review (Item 3.5)</u> SSh presented the current position of the Group's Asset and Liability Register (ALR), and highlighted the ALR and supporting process was now embedded and continued to work to strengthen assurance. The Board REVIEWED the report.	
111/25	<u>Annual Declaration of Board and Committee Member Interests ("DoI") (Item 3.6)</u> SSh presented the Annual Declaration of Board and Committee Member Interests ("DoI") report following a review exercise carried out by the governance team at the end of the last financial year, in which all Board and Committee Members were asked to review and update their interests. The Board • NOTED the contents of the report and received assurance that conflicts were well managed. • REVIEWED the Board and Committee Member Register of Interests at (based on data as at April 2025) and agreed to notify the Governance Team of any changes required now or in the future. • NOTED the DoI Decision Tree setting out guidance on how to manage potential and actual conflicts at Board/Committee meetings.	
112/25	<u>Review of the Scheme of Delegated Authority (SODA) (Item 3.6)</u> SSh presented the proposed changes to the Scheme of Delegated Authority (SoDA) following Phase 1 of the SoDA review. The Board noted the extensive consultation across the business, and the main changes to increase Financial Limits, reflect size and turnover of the Group, realign Employee Groups and simplify lines of activity. The Board noted the next steps, including updates to various systems and comms to colleagues across the business. Further changes to the SoDA would be required following systems integration, expected in approximately 12 months' time.	

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	The Board REVIEWED & APPROVED the proposed changes to the SoDA.	
113/25	<u>Modern Slavery & Human Trafficking Act Statement (Item 3.7)</u> SSh presented the Modern Slavery & Human Trafficking Act Statement, highlighting that TRGL) was mandated to publish an annual statement under Section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015, to set out the steps taken to prevent modern slavery within TRGL's business and supply chain. The Board acknowledged broad business consultation and GARC's review and recommendation for TRGL Board approval of the updated Modern Slavery Statement. Assurance was provided as to the controls in place through the Procurement Team in relation to supply chain and safeguarding practices embedded across the organisation. The Board APPROVED the revised Modern Slavery Statement.	
114/25	<u>STRATEGY, POLICY AND BUSINESS PLANNING</u> <u>Customer Experience Strategy Update (Item 4.1)</u> LF presented her initial observations to the Board after three months at Riverside, noting that the organisation comprised of individuals who were committed to supporting customers and colleagues and focused on doing the right thing. In some areas, resources were stretched and inconsistencies in process and behaviours sometimes manifested with customers, and that integration and embedding activity would be key in driving better outcomes for customers. The Board noted the key achievements resulting from actions delivered by the Customer Experience (CX) Improvement Plan in the first 2 years of the CX Strategy 2023 to 26, and the positive improvements made with several customer satisfaction metrics as a result of delivering against the Plan in years 1 and 2 of the strategy. The Board also noted the key priorities for year 3, and the focus on activities identified by customers and colleagues as the ones which would have the greatest impact on satisfaction and/or would improve performance against Regulatory Standards and the Housing Ombudsman Code, including the launch of a 'Brilliant at Basics' programme. This covered three priority journeys of repairs and maintenance, complaints and service charges. Focus would also be given to tailoring our services, lessons learnt from complaints and root cause analysis. The Board highlighted the challenges in obtaining ED&I data and customer engagement to make informed decisions and linked to the analysis of complaints, and further discussions would be held at the September Board Strategy Day. The Board NOTED the report.	

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115/25	<u>6 Monthly Complaints Report (Item 4.2)</u> LF introduced the six monthly complaints report and the proposed actions to drive improvements. LF clarified that the high levels of complaints in relation to behaviour of staff or service provider, as set out within the Brilliant at Basics opportunity statement, was as a result of systems data issues, and root cause analysis had identified that 50% of complaints had in fact been miscategorised. The Board received assurance as to the route to compliance against the Housing Ombudsman Code, specifically the introduction of a Complaints Task Force focusing on the backlog of complaints. The aim was to be compliant with all new complaints by September 2025. The Board NOTED the report.	
116/25	<u>People Strategy Update (Item 4.3)</u> SSh presented the report setting out what had been delivered within the 2023-26 People Strategy for Year 2 (YE 2024/25 financial year). The Board noted that GRC had reviewed this report, accompanied by a comprehensive presentation on people matters at its meeting on 25 June 2025, and would receive a series of deep dives over the coming months. The Board noted the overall status of the strategy had been rated as amber due to limited progress with inclusivity promises. Further work would focus on key engagement drivers identified within the Voice survey relating to communication, clarity of direction, leadership, performance, growth and appreciation. The Board welcomed the joined up approach with the broader Forward Together Corporate Plan, linking of inclusivity promises with colleagues and customer and focus on the cultural piece. The Board REVIEWED and NOTED the report and progress for Year 2.	
117/25	<u>Integration and Transformation Update (Item 4.4)</u> TB presented the update on the Riverside Integration and Transformation Portfolio of projects, highlighting the comprehensive update on the Customer Service Integration Programme. The Board was pleased to note the successful migration of a large number of analogue lines to new digital services. The Board NOTED the progress regarding the change portfolio, as overseen by the Portfolio Steering Group (PSG).	
118/25	<u>TRG Planned Works Framework 2025-2029 – Lot 3A and 3B Cyclical Decorations (Item 4.5)</u>	

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	IG presented the tender evaluation outcome for Lot 3A and Lot 3B for Cyclical Decorations, highlighting that the Lots were procured at the same time as the remainder of the Agreement by an Open Procedure Find a Tender Service (FTS) tender exercise under Procurement Contract Regulations 2015. RW highlighted the potential challenges in relation to the standstill period and IG undertook to revert back to the Homes Committee on this point. The Board APPROVED the appointment of contractors for Lot 3A and Lot 3B for Cyclical Decorations for a period of 4 years.	
119/25	<u>TRG Energy Efficiency Retrofit Works – North and Midlands (Item 4.6)</u> IG presented the outcomes of a direct award under the Pretium Greener Futures framework for a strategic delivery partner for TRG energy efficiency retrofit works in the North & Midlands Region, and the proposal to award a contract to appoint a strategic delivery partner for energy efficiency retrofit requirements valued at £10m with a maximum duration of 2 years. The Board requested further detail to be provided on achieving net zero on all properties and costs. The Board APPROVED the award of the contract [REDACTED]	IG
120/25	<u>PERFORMANCE REPORTING</u> <u>Operational Performance Report (Item 5.1)</u> The Board reviewed the April 2025 month-end operational performance report and accompanying dashboards, noting that reporting had evolved through the creation of a “Headline Acts” dashboard, that featured the top 3 KPIs for each of Customers and Homes, for Low-Cost Rental Accommodation (LCRA) and Low-Cost Home Ownership (LCHO), and our People, alongside commentary for Building Safety Compliance metrics. The Board noted updates on the red rated KPIs, with mandatory learning levels now at 96% and Domestic Electrical Inspections having 500 properties in the legal process. Further detail on the decline in Decent Homes performance from 99% to 97.9%, and plans to improve communal asbestos survey performance would be provided to the Homes Committee. The Board NOTED the contents of the April 2025 month-end operational performance report and accompanying dashboards.	
121/25	<u>Quarterly Development Update (Q4) (Item 5.2) CONFIDENTIAL</u> IG introduced the summary of the development activity across The Riverside Group Limited for the year ended 31 March 2025, including, quarterly customer satisfaction, complaints, defects performance, and unsold homes across group.	

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	The Board noted that RCGF was being closely monitored and, although the initial goal was 4,400 homes over 2023–26, the latest forecast projected 3,300 homes would be developed. IG informed the Board that Homes England would be notified of the remainder of contractual commitments not being met, mainly due to Verdin and Westwood Cross. The Board was reminded that only half of the Westwood Cross site was being developed due to financial and supplier constraints, including, the collapse of a modular supplier and landowner agreements. Early and transparent communication with Homes England was planned to manage expectations and maintain a positive relationship. The Board noted that Homes England was likely to be understanding but would expect clarity on future plans and alternative delivery. TA raised concerns about balcony safety across several schemes, requesting further assurance and committee oversight due to recent national incidents. The Board requested a further assurance report on balconies to be submitted to the next IDC meeting. The Board NOTED the contents of this report.	IG
122/25	<u>Committee and Subsidiary Board Update (Item 5.3)</u> The Chairs of the Committees where meetings had taken place since the last Board meeting, and who were present in the meeting, confirmed the report presented an accurate summary of activity. In addition, the following comments were made: • MP reported that the GRC had agreed to add 'People' to the name of the committee. • SS reported ongoing conversations with the TRIP in relation to governance arrangements had been positive. The Board NOTED the updates provided on the Committee and Subsidiary Board Activity for the period 8 May 2025 to date.	
123/25	<u>GOVERNANCE, RISK & COMPLIANCE</u> <u>Risk Register (Item 6.1)</u> CONFIDENTIAL The Board reviewed the Risk Register and noted the next review by EDs would include consideration of Leadership and Electrical Safety risks, which were currently rated as red, and the impact of the recent spending review and 10 year rent settlement.	

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	The Board REVIEWED the Risk Register and noted work over the coming weeks ahead of submission to Group Board in October.	
124/25	<u>Information Governance Update (Item 6.2)</u> TB presented the update on the latest work to deliver the Information Governance strategy and the follow-up to the Data Management Perception report presented in December 2024. The development of an enterprise wide Data quality reporting capability as a result of a perception study with all data owners and stewards to understand challenges. Initial focus was given to 56 measures covering tenancy charges, property and compliance and work on a further 26 relating to building safety was underway. The Board requested further detail on the overall number of data quality issues (reference to 68.5k records affected). The Board NOTED the creation of and subsequent progress regarding Data Quality reporting.	TB
125/25	<u>Cyber Security 6 Monthly Update (Item 6.3)</u> CONFIDENTIAL TB presented the half yearly update on current Cyber Security posture from a global context and internally within Riverside, highlighting the move from a cyber security mindset to a cyber resilience mindset. The Board noted improvements in most areas, including, defence and aligning to codes of practice, however, noted the ongoing cultural and awareness challenges after a recent phishing simulation showed a 12% failure rate. The Board NOTED the recent developments, existing and emerging risks and progress to date in terms of their mitigation.	
126/25	<u>Group Audit & Risk Committee (GARC) Terms of Reference (Item 6.4)</u> SSh presented the Group Audit & Risk Committee (GARC) Terms of Reference. The Board APPROVED the proposed changes to GARC Terms of Reference to reflect the renaming of the committee, inclusion of the Group's Scheme of Delegated Authority as a matter reserved for Group Board which the Committee advises and explicit reference to oversight of Information Governance, Cyber Security and Data Protection matters.	
127/25	<u>Minutes of Previous Meetings (Item 6.5)</u> CONFIDENTIAL The minutes of the meetings held on 15 May 2025 were APPROVED as an accurate record.	
128/25	<u>Matters Arising from Previous Meetings (Item 6.6)</u> CONFIDENTIAL The Matters Arising from previous meetings were reviewed.	

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129/25	<u>Written Resolutions and Chair's Actions (Item 6.7)</u> SSh presented the report setting out details of decisions of the Board taken between meetings via written resolution or via Chairs Action, including, the reasons for the decisions being taken outside of the formal meeting schedule. The Board NOTED the following decision taken in the period since the last scheduled Board meeting on 15 May 2025, which could not be delayed until this scheduled May Board meeting, the decision was taken by Written Resolution: 1. <u>Written Resolution – Board and Committee Appointments June 2025</u> On 6 June 2025 the Board APPROVED the following: • The appointment of Maggie Porteous as Vice Chair of Group Board and Chair of the Governance and Remuneration Committee for a three-year term with effect from 16 June 2025. • The appointment of Angela Lockwood as Customer Experience Committee observer and Group Board observer with effect from 16 June 2025, and appointment as a Group Board member and Chair of the Customer Experience Committee for a three-year term with effect from 1 October 2025. • The appointment of Richard Petty as a Group Board observer with effect from 16 June 2025.	
130/25	<u>Board Training Plan (Item 6.8)</u> The Board NOTED the Board Training Plan.	
131/25	<u>Any Other Business (Item 7)</u> <u>Olwen Lintott Retirement</u> The Chair acknowledged Olwen's significant contributions to the organisation during her tenure on the Board, and her pivotal role in several key initiatives including the Impact merger and the merger with One Housing. The Chair also highlighted Olwen's involvement in the Customer Task and Finish group and contributions to the development of the new Customer Influence and Accountability Framework with the TRIP, and expressed thanks to Olwen for her dedication, expertise, constructive challenge and the unique perspective brought to the Board. PD also expressed his appreciation of Olwen's customer focus, demonstrating a strong passion for customer centric initiatives.	
132/25	<u>Chair's Summary (Item 8)</u> The Chair thanked the Board for attending and for their input into the meeting.	
133/25	<u>Date of Next Meetings (Item 9)</u> • 31 July 2025 C&S Strategy (via Teams) • 24/25 September 2025 (Strategy Day In-Person)	

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	9 October 2025 (via Teams) The date of the next scheduled meetings was NOTED.	
134/25	<u>Chair's Reflection Time (Item 10)</u> The Chair and the Board Members broke into a separate session without the officers for some reflection time.	

Signed:

Terrie Alafat, TRGL Board (Chair)

Date